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EXAMINER
CHONG CRUZ, NADJA N

ART UNIT	PAPER NUMBER
3623	

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Please find below and/or attached an Office communication concerning this application or proceeding.

The time period for reply, if any, is set in the attached communication.

	Application No.	Applicant(s)
Office Action Summary	10/796,367	RACKHAM, GUY J.
	Examiner	Art Unit
	NADJA CHONG CRUZ	3623

-- The MAILING DATE of this communication appears on the cover sheet with the correspondence address --

Period for Reply

A SHORTENED STATUTORY PERIOD FOR REPLY IS SET TO EXPIRE _3_ MONTH(S) OR THIRTY (30) DAYS, WHICHEVER IS LONGER, FROM THE MAILING DATE OF THIS COMMUNICATION.
- Extensions of time may be available under the provisions of 37 CFR 1.136(a). In no event, however, may a reply be timely filed after SIX (6) MONTHS from the mailing date of this communication.
- If NO period for reply is specified above, the maximum statutory period will apply and will expire SIX (6) MONTHS from the mailing date of this communication.
- Failure to reply within the set or extended period for reply will, by statute, cause the application to become ABANDONED (35 U.S.C. § 133).
  Any reply received by the Office later than three months after the mailing date of this communication, even if timely filed, may reduce any earned patent term adjustment. See 37 CFR 1.704(b).

Status

1)☒ Responsive to communication(s) filed on _12 May 2008_.

2a)☐ This action is **FINAL**. 2b)☒ This action is non-final.

3)☐ Since this application is in condition for allowance except for formal matters, prosecution as to the merits is closed in accordance with the practice under *Ex parte Quayle*, 1935 C.D. 11, 453 O.G. 213.

Disposition of Claims

4)☒ Claim(s) _1-25_ is/are pending in the application.

　　4a) Of the above claim(s) _____ is/are withdrawn from consideration.

5)☐ Claim(s) _____ is/are allowed.

6)☒ Claim(s) _1-25_ is/are rejected.

7)☐ Claim(s) _____ is/are objected to.

8)☐ Claim(s) _____ are subject to restriction and/or election requirement.

Application Papers

9)☐ The specification is objected to by the Examiner.

10)☒ The drawing(s) filed on _12 May 2008_ is/are: a)☒ accepted or b)☐ objected to by the Examiner.

　　Applicant may not request that any objection to the drawing(s) be held in abeyance. See 37 CFR 1.85(a).

　　Replacement drawing sheet(s) including the correction is required if the drawing(s) is objected to. See 37 CFR 1.121(d).

11)☐ The oath or declaration is objected to by the Examiner. Note the attached Office Action or form PTO-152.

Priority under 35 U.S.C. § 119

12)☐ Acknowledgment is made of a claim for foreign priority under 35 U.S.C. § 119(a)-(d) or (f).

　　a)☐ All b)☐ Some * c)☐ None of:

　　　1.☐ Certified copies of the priority documents have been received.

　　　2.☐ Certified copies of the priority documents have been received in Application No. _____.

　　　3.☐ Copies of the certified copies of the priority documents have been received in this National Stage application from the International Bureau (PCT Rule 17.2(a)).

　　* See the attached detailed Office action for a list of the certified copies not received.

Attachment(s)

1)☐ Notice of References Cited (PTO-892)

2)☐ Notice of Draftsperson's Patent Drawing Review (PTO-948)

3)☐ Information Disclosure Statement(s) (PTO/SB/08)
Paper No(s)/Mail Date _____.

4)☐ Interview Summary (PTO-413)
Paper No(s)/Mail Date. _____.

5)☐ Notice of Informal Patent Application

6)☐ Other: _____.

DETAILED ACTION

Status of Claims

1.   This non-final action is in reply to the response filed on 12 May 2008.

2.   Claims 1, 6, 8, 10-11, 19 and 21-25 have been amended.

3.   Claims 1-25 are currently pending and have been examined.

4.   The rejections of claims 1-25 have been updated to reflect the amendments.

Response to Amendment

5.   The objection of claims 6, 8, 10, 19 and 21 is withdrawn in light of Applicant's amendment.

6.   The rejection of claims 1 and 16 under 35 USC § 112, 2nd paragraph is withdrawn in light of Applicant's amendment.

7.   The rejection of claim 22 under 35 USC § 101 is withdrawn in light of Applicant's amendment.

8.   The drawings were previously objected to for missing reference signs. The examiner thanks the applicant for correcting this minor flaw.

9.   The specification was previously objected to for missing reference signs. The examiner thanks the applicant for correcting this minor flaw.

Claim Rejections - 35 USC § 101

10.   35 U.S.C. 101 reads as follows:

Whoever invents or discovers any new and useful process, machine, manufacture, or composition of matter, or any new and useful improvement thereof, may obtain a patent therefor, subject to the conditions and requirements of this title.

11.   Claims 1-21, 23 and 24 are rejected under 35 U.S.C. 101 based on Supreme Court precedent,
       and recent Federal Circuit decisions, the Office's guidance to examiners is that a § 101 process
       must (1) be tied to another statutory class (such as a particular apparatus) or (2) transform
       underlying subject matter (such as an article or materials) to a different state or thing. *Diamond* v.
       Diehr, 450 U.S. 175, 184 (1981); *Parker* v. *Flook*, 437 U.S. 584, 588 n.9 (1978); *Gottschalk* v.
       Benson, 409 U.S. 63, 70 (1972); *Cochrane* v. *Deener*, 94 U.S. 780,787-88 (1876).

12.   An example of a method claim that would <u>not</u> qualify as a statutory process would be a claim that
       recited purely mental steps. Thus, to qualify as a § 101 statutory process, the claim should
       positively recite the other statutory class (the thing or product) to which it is tied, for example by
       identifying the apparatus that accomplishes the method steps, or positively recite the subject
       matter that is being transformed, for example by identifying the material that is being changed to
       a different state.

13.   Here, applicant's method steps, fail the first prong of the new Federal Circuit decision since they
       are not tied to another statutory class and can be performed without the use of a particular
       apparatus. Thus, claims 1-21, 23 and 24 are non-statutory since they may be preformed within
       the human mind.

14.   Nominal recitations of structure in an otherwise ineligible method fail to make the method a
       statutory process. See Benson, 409 U.S. at 71-72. As Comiskey recognized, "the mere use of the
       machine to collect data necessary for application of the mental process may not make the claim
       patentable subject matter." Comiskey, 499 F.3d at 1380 (citing In re Grams, 888 F.2d 835, 839-
       40 (Fed. Cir. 1989)). Incidental physical limitations, such as data gathering, field of use
       limitations, and post-solution activity are not enough to convert an abstract idea into a statutory
       process. In other words, nominal or token recitations of structure in a method claim do not convert
       an otherwise ineligible claim into an eligible one. Claims 2-21 inherit the same deficiencies as
       claim 1 and are therefore rejected for the same reasons as claim 1.

Response to Arguments

15.   Applicant's arguments received on 12 May 2008 have been fully considered but are not persuasive.

16.   With regard to claims 1, 11 and 22, the argument is moot for the following reason: claims 1, 11 and 22 rejections were updated to reflect the new limitations in light of Applicant's amendment. Please see the rejections below.

17.   With regard to claims 2-10, 12-21 and 23-25, Applicant made a general argument that these claims are not disclosed in the references. Applicant's arguments fail to comply with 37 CFR 1.111(b) because they amount to a general allegation that the claims define a patentable invention without specifically pointing out how the language of the claims patentably distinguishes them from the references. Applicant has not given any reasons for this conclusion. Therefore, the rejection stands.

Claim Rejections - 35 USC § 103

18.   The following is a quotation of 35 U.S.C. 103(a) which forms the basis for all obviousness rejections set forth in this Office action:

(a) A patent may not be obtained though the invention is not identically disclosed or described as set forth in section 102 of this title, if the differences between the subject matter sought to be patented and the prior art are such that the subject matter as a whole would have been obvious at the time the invention was made to a person having ordinary skill in the art to which said subject matter pertains. Patentability shall not be negatived by the manner in which the invention was made.

19.   Claims 1-2, 6-7, 9-13, 17-18 and 20-25 are rejected under 35 U.S.C. 103(a) as being unpatentable over Northcott et al (US 2003/0167198 A1) hereinafter "Northcott" in view of Lindsay-Scott et al (US 2004/0117234 A1) hereinafter "Lindsay-Scott".

Claims 1, 11, 23-25:

Northcott as shown discloses a method and computer product program to identify potential business opportunities, the method and computer product program comprising:

- *building a map of (client) components of activities* (page 1, ¶ 0008: "…the step of generating a map of a process for addressing the identified target customer" (e.g., client) "need state comprises identifying a representative process currently addressing the identified target customer need state and generating a map for the representative process", which teaches that a map is generated representing a process);

- *filtering said map of components to form a two dimensional heat map of selected components* (page 1, ¶ 0008: "[t]he step of identifying a potential point of intervention may comprise selecting a potential target task from the tasks in the representative process map based at least in part upon one or more of the estimated unit cost values, incidence rates, total costs, and outcomes. The potential target task may be mapped into a network of one or more sub-tasks." Northcott teaches a selection of a potential target task based at least in part from one or more of the estimated unit cost values, incidence rates, total costs and outcomes (e.g., variables, values) in order to create a two dimensional heat map from the representative process map (e.g. map of components));

- *defining attributes for said selected components, based on a (client) competency lens* (page 1, ¶ 0008: "[t]he potential target task may be mapped into a network of one or more subtask", by mapping the tasks of the potential target its attributes are defined. It is implicitly disclosed that the mapping is based on a competency lens since in order to be able to map it is necessary to be able to determined some sort of client/business evaluation criteria.);

- *defining a (client business) roadmap of tasks for implementing said quick hits and investment opportunities* (page 1, ¶ 0008: "[a] list of one or more projected customer needs may be generated based at least in part upon the projected customer problem list. The step of generating the projected customer needs list may comprise identifying customer needs that correspond to business opportunities

for reducing cost or improving outcomes, or both" and "the step of generating the projected customer needs list may comprise identifying customer needs associated with specific tasks and focused on reducing cost or improving outcomes, or both" which teaches that in order to implement the projected customer needs, a list of task is generated (e.g., client business roadmap of tasks));

Northcott does not disclose the following limitation, however Lindsay-Scott in an analogous art of managing business operations for the purpose of identifying business critical information (page 1, ¶ 0008) as shown, does:

- *identifying collaborations for said selected components* (page 3, ¶ 0029: "Next the CMA analyzes the role and flow of the business critical information and their associated transactions within the major value chain processes across organizational groups within the organization to develop a set of modifications to the major value chain processes for achieving an optimized flow", which teaches that analyzing the role and flow of the business critical information across the organization, any conflict between departments are analyzed, then collaborations are identified in order to accomplish a determined heat map without complications.);

- *building a three dimensional business component solution stack using said heat map, said attributes, and said collaborations* (page 2, ¶ 0021: "[t]he Business Case development component service calculates paybacks and benefits" (e.g., variables, values) "by reviewing the current situation and identifying performance gaps. Metrics are selected and solutions" (e.g., a plurality of solution stacks) "are identified in terms of business processes and technical components and a vision is developed of the future business context", which teaches that a plurality of solutions stacks are identified based on the business' future vision, where "the solution will work in a business context, risk management and an implementation plan" (e.g., three dimensions));

- *developing quick hits and investment opportunities from said solution stack* (page 2, ¶ 0019: "The Content Strategy development component service is used to identify, prioritize and manage content-related initiatives--highlighting opportunities, summarizing benefits and planning project implementation", which teaches that this component identify opportunities, since it is implicitly disclosed that opportunities can be short or long term projects depending of the business' need);

- *and implementing said roadmap for said business* (page 2, ¶ 0019: "[0019] The Content Strategy development component service is used to identify, prioritize and manage content-related initiatives--highlighting opportunities, summarizing benefits and planning project implementation. The Content Strategy service helps clients to identify and manage a program of content-related initiatives across their organization, including the business case, prioritization and implementation planning" which teaches that the Content Strategy development component service is use to implement the planning project, since it is implicitly disclosed that in order to implement a project, a detailed plan must be determined);

Therefore, it would have been obvious to one of ordinary skill in the art at the time of the invention to combine the identifying potential business opportunities method of Northcott with the system and method for content management assessment as taught by Lindsay-Scott because "the system and method for CMA can provide customer benefits such as: identifying solutions and an action plan for: reducing time to market; faster and higher quality customer responses; lower transaction costs due to improved communication; more relevant, timely and accurate information; more repurposing of flexible content through inter-system communication; information sharing at lower cost; multi-sourced information personalized through a single access point; conformance information as a product of normal business processes." (Lindsay-Scott, page 4, ¶ 0030).

Claims 2 and 13:

Northcott does not disclose the following limitation, however Lindsay-Scott in an analogous art of managing business for the purpose of identifying business critical information (page 1, ¶ 0008) as shown, does:

- *wherein said activities are supported by appropriate processes, applications (page 3, ¶ 0028:* "[t]he CMA achieves these goals by targeting the reduction of time to market for client product and services; shortening of lead-times; improvement in management of information assets; enhancement of market communications; improvement of knowledge sharing; development and application of risk management practices", which teaches some appropriate processes and the improvement in management of information assets implicitly teaches the use of software applications, this correspond to activities supported by applications);

- *infrastructure,* (page 3, ¶ 0028: "Content Management enables process innovation and change by managing and distributing information across multiple environments and media", it is implicitly taught that an infrastructure is in place in order to manage and distribute information);

- *and metrics* (claim 5: "...developing a set of metrics for measuring the flow of the business critical information and their associated transactions through the major value chain processes across the organizational groups within the organization");

Therefore, it would have been obvious to one of ordinary skill in the art at the time of the invention to combine the identifying potential business opportunities method of Northcott with the system and method for content management as taught by Lindsay-Scott because "the system and method for CMA can provide customer benefits such as: identifying solutions and an action plan for: reducing time to market; faster and higher quality customer responses; lower transaction costs due to improved communication; more relevant, timely and accurate information; more repurposing of flexible content through inter-system communication; information sharing at lower

cost; multi-sourced information personalized through a single access point; conformance information as a product of normal business processes." (Lindsay-Scott, page 4, ¶ 0030).

Claim 6:

Northcott does not disclose the following limitation, however Lindsay-Scott in an analogous art of managing business operations for the purpose of identifying business critical information (page 1, ¶ 0008) as shown, does:

- *wherein said competency lens includes business strategy, information technology strategy, organizational strategy, and operations strategy* (page 1, ¶ 0010: which teaches that "a content strategy for identifying and managing content-related initiatives across the organization" (e.g., business, information technology, organizational and operation which are part of a organization), with "a knowledge and work practice assessment" (e.g., evaluation criteria) in order to identify "critical and competitive factors within the organization" with the purpose to develop and implement solutions);

Therefore, it would have been obvious to one of ordinary skill in the art at the time of the invention to combine the identifying potential business opportunities method of Northcott with the system and method for content management as taught by Lindsay-Scott because "[t]he Content Strategy development component service is used to identify, prioritize and manage content-related initiatives--highlighting opportunities, summarizing benefits and planning project implementation." (Lindsay-Scott, page 2, ¶ 0019) Furthermore Lindsay-Scott teaches that "the Content Strategy service helps clients to identify and manage a program of content-related initiatives across their organization, including the business case, prioritization and implementation planning."(Lindsay-Scott, page 2, ¶ 0019).

Claims 7 and 18:

Northcott does not disclose the following limitation, however Lindsay-Scott in an analogous art of managing business operations for the purpose of identifying business critical information (page 1, ¶ 0008) as shown, does:

- *wherein said collaborations comprise dynamic collaborations between said selected components* (page 3, ¶ 0029: "Next the CMA analyzes the role and flow of the business critical information and their associated transactions within the major value chain processes across organizational groups within the organization to develop a set of modifications to the major value chain processes for achieving an optimized flow", which teaches that CMA analyze and consider the role and flow of the value chain processes and information though all the organizational groups.)

Therefore, it would have been obvious to one of ordinary skill in the art at the time of the invention to combine the identifying potential business opportunities method of Northcott with the system and method for content management assessment as taught by Lindsay-Scott because "the system and method for CMA can provide customer benefits such as: identifying solutions and an action plan for: reducing time to market; faster and higher quality customer responses; lower transaction costs due to improved communication; more relevant, timely and accurate information; more repurposing of flexible content through inter-system communication; information sharing at lower cost; multi-sourced information personalized through a single access point; conformance information as a product of normal business processes." (Lindsay-Scott, page 4, ¶ 0030).

Claims 9 and 20:

Northcott as shown discloses the following limitation:

- *wherein said solution stack is built using revenue levers and cost levers* (column 12, ¶ 0147: "In sum the above described methods enable new business and product opportunities to be identified particularly in areas in which an entity may not have significant prior experience. It creates the opportunity to find business opportunities in areas that are "New Markets" as well as those that are new to the entity employing this process. These methods provide a systematic way to explore markets without prejudice and to understand customer needs from the outset", which teaches that new business and product opportunities (e.g. solution stack) are

identified considering in how to penetrate a new market (e.g. a revenue lever), how to develop a marketing campaign for the new market in order to catch the attention of new customers (e.g. a cost lever).

Claims 10 and 21:

Northcott as shown discloses the following limitation:

- *wherein said quick hits and investment opportunities are developed by categorizing each as either application enhancement, new application, application reduction, or business process only* (page 12, ¶ 0148: by defining the business objectives "…the algorithms may be implemented in assembly or machine language, if desired", which it is implicitly disclosed that by implementing the algorithms in a software application it seem as an application enhancement or a new application per se);

Claim 12:

Northcott does not disclose the following limitation, however Lindsay-Scott in an analogous art of managing business operations for the purpose of planning project implementation (page 2, ¶ 0019) as shown, does:

- *further comprising the step of implementing said client business roadmap for said client* (page 2, ¶ 0019: "[t]he Content Strategy development component service is used to identify, prioritize and manage content-related initiatives--highlighting opportunities, summarizing benefits and planning project implementation. The Content Strategy service helps clients to identify and manage a program of content-related initiatives across their organization, including the business case, prioritization and implementation planning" which teaches that the Content Strategy development component service is use to implement the planning project, since it is implicitly disclosed that in order to implement a project, a detailed plan must be determined);

Therefore, it would have been obvious to one of ordinary skill in the art at the time of the invention to combine the identifying potential business opportunities method of Northcott with the system and method for content management assessment as taught by Lindsay-Scott because "the system and method for CMA can provide customer benefits such as: identifying solutions and an action plan for: reducing time to market; faster and higher quality customer responses; lower transaction costs due to improved communication; more relevant, timely and accurate information; more repurposing of flexible content through inter-system communication; information sharing at lower cost; multi-sourced information personalized through a single access point; conformance information as a product of normal business processes." (Lindsay-Scott, page 4, ¶ 0030).

Claim 17:

Northcott as shown discloses the following limitation:

- *wherein said competency lens is an evaluation criteria to be applied to said heat map* (page 1, ¶ 0008: "The potential target task may be mapped into a network of one or more subtask", by mapping the tasks of the potential target its attributes are defined. It is implicitly disclosed that the mapping is based on a competency lens since in order to be able to map it is necessary to be able to determined some sort of client evaluation criteria.);

Claim 22:

The limitations of claim 22 encompass substantially the same scope as claims 1, 11 and 23-25. Accordingly, those similar limitations are rejected in substantially the same manner as claims 1, 11 and 23-25 as described above. The following are the limitations of claim 22 that differ from claims 1, 11, 23-25.

Northcott as shown discloses a computer product program to identify potential business opportunities, the computer product program comprising:

- *a computer readable medium and wherein all said program instruction means are recorded on said medium* (page 12, ¶ 0148: which teaches that "[t]he various

processing modules may be implemented, in part, in a computer program product

tangibly embodied in a machine-readable storage device for execution by a

computer processor");

20.   Claims 3, 5, 14 and 16 are rejected under 35 U.S.C. 103(a) as being unpatentable over Northcott

et al (US 2003/0167198 A1) hereinafter "Northcott" in view of Lindsay-Scott et al (US

2004/0117234 A1) hereinafter "Lindsay-Scott" as applied to claims 1-2, 6-7, 9-13, 17-18 and 20-

25 in view of Kaliski, Burton S; **Encyclopedia of Business and Finance**; New York Macmillan

Reference USA, Gale Group, 2001, pages: 38, 70 and 199, hereinafter "Kaliski".

Claims 3 and 14:

The combination of Northcott/Lindsay-Scott does not disclose the following limitation, however

Kaliski in an analogous art of managing business operation for the purpose of business flexibility

(page 38) as shown, does:

- *wherein said components are individually scalable and extensible* (page 38,

Artificial Intelligence, 1st ¶: "[b]usinesses require flexible manufacturing and

software design aids to maintain their leadership position in information technology,

and to regain it in manufacturing", which teaches that to be successful and

profitable, the business activities have to be flexible and adaptable to any change in

the business environment in order to keep their position in the market);

Therefore, it would have been obvious to one of ordinary skill in the art at the time of the

invention to combine the identifying potential business opportunities method of Northcott with the

system and method for content management assessment as taught by Lindsay-Scott with Kaliski

Encyclopedia of Business and Finance, because the business environment change constantly

and in order to keep up in the business market, all business activities need to be flexible and

adaptable. When a change happens, this flexibility will help to be more cost effective and will

increase profitability since these activities will adjust and align in a faster way to the new business

objectives.

Claims 5 and 16:

The combination of Northcott/Lindsay-Scott does not disclose the following limitation, however Kaliski in an analogous art of managing business operation for the purpose of types of allocation (page 199) as shown, does:

- *wherein said filtering is revenue filtering wherein revenue allocation determines a percentage share of overall revenue based on organizational budget and relative comparison of said selected components* (page 199, Types of Allocation: "...allocation typically are based on one of the following criteria: cause-and-effect, benefits derived, fairness, or ability to bear. The selection of a criterion can affect the selection of a basis" which teaches allocation is a method to establish priorities among the items in an organization, which it is implicitly disclosed that to allocate revenues will use the same allocation methods used to allocate costs based on the selection criteria. Allocate revenues as a percentage share across the business activities based on established criteria(e.g. budget, comparison between projects) will cause an effect in order to achieve an expected result);

Therefore, it would have been obvious to one of ordinary skill in the art at the time of the invention to combine the identifying potential business opportunities method of Northcott with the system and method for content management assessment as taught by Lindsay-Scott with Kaliski Encyclopedia of Business and Finance, because by allocating the revenues as a percentage share based on the organizational budget, which is "a quantitative plan of operations that identifies the resources needed to fulfill the organization's goals and objectives"(Kaliski, page 70, 2nd ¶) will led to expected results to the areas of business activities where the percentage share is applied, since these business activities are aligned with the business objectives and goals.

21.	Claims 4 and 15 are rejected under 35 U.S.C. 103(a) as being unpatentable over Northcott et al (US 2003/0167198 A1) hereinafter "Northcott" in view of Lindsay-Scott et al (US 2004/0117234 A1) hereinafter "Lindsay-Scott" as applied to claims 1-2, 6-7, 9-13, 17-18 and 20-25 in view of Morgan et al (US 5,799,286) hereinafter "Morgan".

Claims 4 and 15:

The combination of Northcott/Lindsay-Scott does not disclose the following limitation, however Morgan in an analogous art of managing business operation for the purpose of real-time cost information and reports (column 1, lines 59-61) as shown, does:

- *wherein said filtering is cost filtering wherein cost is allocated to all components based on FTE's and direct cost charges by support units* (Figure 19, which teaches a block diagram of the report drill-down functions, including total expenses, full time equivalents and components, such as people, equipment, facilities and overhead cost, and Column 9, Table B, which illustrates how the activity cost for each employee and direct cost are determined from the total cost of each job category and the activity percentages);

Therefore, it would have been obvious to one of ordinary skill in the art at the time of the invention to combine the identifying potential business opportunities method of Northcott with the system and method for content management assessment as taught by Lindsay-Scott with the automated activity-based management system of Morgan, because "Based on the activity costs and the output resulting from the activities, the value of activities performed by an organization can be accurately determined. According to the activity costs, the activities can be prioritized to emphasize valuable activities and de-emphasize or eliminate wasteful or unnecessary activities. Resources such as facilities and equipment can also be better utilized." (Morgan, column 2, lines 51-58).

22.   Claims 8 and 19 are rejected under 35 U.S.C. 103(a) as being unpatentable over Northcott et al

(US 2003/0167198 A1) hereinafter "Northcott" in view of Lindsay-Scott et al (US 2004/0117234

A1) hereinafter "Lindsay-Scott" as applied to claims 1-2, 6-7, 9-13, 17-18 and 20-25 in view of

Ahamparam et al (US 2003/0135399 A1) hereinafter "Ahamparam".

Claims 8 and 19:

The combination of Northcott/Lindsay-Scott Northcott does not disclose the following limitation,

however Ahamparam in an analogous art of managing business operation for the purpose of

project optimization (page 1, ¶ 0006) as shown, does:

- *wherein said collaborations include at least one (are selected form the group*
  consisting of) consolidator/server, processor, gatekeeper, controller, and analyzer
  collaborations (Figure 8 and pages 7-8, ¶ 0077-0079: which teaches that
  "[p]rocessing step 820 utilizes the input information to determine, for example,
  sufficient opportunities to streamline the project lifecycle, the appropriate number
  and type of value checkpoints, and appropriate stages for conducting the value
  checkpoints within the project lifecycle. In addition, processing step 820 utilizes the
  input information to verify that the plan remains robust and meets the criteria to
  achieve the project's objectives" where processing step (e.g. analyzer) analyze the
  information and "verify that the plan remains robust and meets the criteria to
  achieve the project's objectives" (e.g. targets), and after "defining the customized
  project path and associated value checkpoints, the customized project
  management step seeks to manage the value checkpoints", where the value
  checkpoints (e.g. controller) "include a series of gates that allow a project to
  advance, subject it to higher levels of scrutiny and/or mitigation activities, or
  terminate the project." Also, "…the input includes a risk index which defines the risk
  of the project…" which are considered as system rating to identify the complexity of
  the project);

Therefore, it would have been obvious to one of ordinary skill in the art at the time of the invention to combine the identifying potential business opportunities method of Northcott with the system and method for content management assessment as taught by Lindsay-Scott with the system and method for project optimization of Ahamparam because "facilitates the creation of integrated customer solutions that deliver superior product quality and servicing and cross-functional business focuses that seek cooperation and increased speed and value" and "facilitates clear consensus on accountabilities that promotes speed in decision-making and execution, and effective oversight of complex, cross-organizational and/or high risk projects." (Ahamparam, page 7, ¶ 0073). Furthermore, Ahamparam teaches "efficiencies are achieved as project failures are identified and stopped where associated funds are then diverted to other more profitable projects." (Ahamparam, page 8, ¶ 0082).

Any inquiry of a general nature or relating to the status of this application or concerning this communication or earlier communications from the Examiner should be directed to **Nadja Chong** whose telephone number is **571.270.3939.** The Examiner can normally be reached on Monday-Friday, 8:00am-5:00pm. If attempts to reach the examiner by telephone are unsuccessful, the Examiner's supervisor, **Beth Boswell** can be reached at **571.272.6710.**

Information regarding the status of an application may be obtained from the Patent Application Information Retrieval (PAIR) system. Status information for published applications may be obtained from either Private PAIR or Public PAIR. Status information for unpublished applications is available through Private PAIR only. For more information about the PAIR system, see http://portal.uspto.gov/external/portal/pair <http://pair-direct.uspto.gov >. Should you have questions on access to the Private PAIR system, contact the Electronic Business Center (EBC) at **866.217.9197** (toll-free).

Any response to this action should be mailed to:

Commissioner of Patents

P.O. Box 1450

Alexandria, VA 22313-1450

or faxed to **571.273.8300.**

Hand delivered responses should be brought to the **United States Patent and Trademark Office Customer Service Window**:

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/Nadja Chong/ Examiner, Art Unit 3623

/Beth V. Boswell/
Supervisory Patent Examiner, Art Unit 3623